DOCUMENT RESUME

ED 170 669 CG 013 472

AUTHOR Gerstmann, Timothy K.
TITLE Transfer Policies, Career, and Family: Are They Compatible?
PUB DATE 19 Oct 78
NOTE 15p.; Paper presented at the Annual Meeting of the National Council on Family Relations (Philadelphia, Pennsylvania, October 19-22, 1978)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Career Development; *Career Planning; Family Life; *Family Mobility; Family Problems; *Marital Instability; *Occupational Mobility; *Promotion (Occupational); Research Projects; *Stress Variables

ABSTRACT

The effects of business transfers on families were studied through family impact analysis. A small sample (10 couples) of dual-career and dual-worker couples was utilized for the project. The sample was unusual in that both partners were employed by the same company. Four areas were examined for possible impacts of a transfer on the family: family structure, family organization, kin and community relations, and economic situation. It was found that family organization adjusts to the work situation. Children are planned to arrive at convenient points in the career, or not at all. Moves are made for sake of the career, but rarely for other reasons. No positive impacts for the family are seen in transferring, but there are definite disadvantages. Work is perceived by the respondents to be a major factor influencing the quality of life. Those transferring tend to be more isolated in kin and community relations. As well, those transferring tend to be paid higher salaries, although there are other factors involved in this relationship. (Author)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED170669

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

TRANSFER POLICIES, CAREER, AND FAMILY: ARE THEY COMPATIBLE?

by Tim Gerstmann
coordinated by Dr. Peggy Willis
Family and Work Policy Studies
Pacific Lutheran University

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Timothy Gerstmann

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

CG013472

NCFR 1978 Annual Meeting
Philadelphia, Pennsylvania
October 19-22, 1978

This project examined family impact and decision making in the private business setting; an area which has yet to be truly explored. Specifically, we sought to describe how dual worker families make decisions regarding a transfer opportunity. We further developed a model to explore potential impacts of a transfer on dual-worker families in terms of their structure, organization, kin and community relations, and economic situation. This study was made possible through a grant received by Pacific Lutheran University to encourage new program development in the social sciences. This is one of three projects which sought to test family impact analysis through monies made available by the Fund for the Improvement of Post-Secondary Education (FIPSE). Specifically, the Family Policy Studies Group coordinated these activities.

For purposes of our study, dual-career family was defined as:

> The situation in which both husband and wife are in a demanding and competitive occupation, such as law, medicine, college teaching, business management, and the like. In these occupations, individuals are expected to have a high degree of commitment, to work long hours, and to progress from lower to higher levels of responsibility and reward (Mortimer, 1973).

The dual-worker family was defined as:

> A family in which both husband and wife are in full-time employment, but not necessarily with the expectations of a high degree of commitment, or progress toward greater responsibility and reward.

Our sample was a group of dual-worker and dual-career couples from middle-management positions. Both spouses were employed with the company from which we drew the sample. The sample was comprised largely of dual-worker couples, but there were several dual-career couples. Typically, the husband held a career position and the wife held a position of

more limited potential.

As we review the data, there appear to be some indications of family impacts. It seems that the family organization adjusts to the work situation. Children are planned to arrive at certain points in the career, moves are made for sake of the career and rarely for other reasons. Community or family commitments are made to fit the work schedule. Work appears to have impacts on the family. Responses to the questions concerning the advantages and disadvantages of a transfer seems to illustrate this. No positive impacts for the family were seen in transferring, but there were definite disadvantages. Work was perceived by the respondents to be a major factor influencing the quality of life.

The importance of work may not be unique to the dual-worker sample since work is a major source of self-identity. Some respondents seem to place a high value on a number of things, including work. They indicate a genuine concern for the broader quality of their life. For example, they question a transfer because it might cause adjustment problems for the children or because it affords no opportunities for the spouse. Such concerns seem to place work in a larger perspective: It is a part of life rather than life itself. While a number of our sample hold such views, the general outlook still appears to be to place work as the primary concern.

We investigated four areas of family impact as cited above. These were: family organization, family structure, kin and community relations, and economic issues.

A. Family Organization

The first area of concern was family organization which included such issues as the impacts on family relations, career, and household division of labor. When the respondents were asked what impact they felt a transfer would have on their children, most felt it would be in terms of adjustment.

Typically, it was felt that older children would have a more difficult time in readjusting because of the social relationships which were built.

These concerns seemed secondary to more important effects on their personal career. Most felt it was a positive step for the career to accept a transfer. The positive influences of the opportunity to see a wide variety of activities and build a broad perspective of company operations seemed to offset any negative influences that the move might have on the family.

When we examined the issue of household labor, a breakdown by sex of respondent appeared to support a fairly traditional pattern. This was contrary to our hypothesis that these duties would be more shared because of equal job responsibilities.

A breakdown between dual-worker couples who had transferred versus those who had not lends more support to our hypothesis concerning division of labor. Those who have transferred list the actual division of labor as being more equal in several areas. These areas include: everyday cooking, child care where applicable, regular cleaning, spring cleaning and decorating. This appears to be a slight shift from those who have not transferred which indicates a pattern more in support of a traditional form. Perhaps the pressures of job responsibilities plus those incurred in transferring have required a modification in household labor for these couples.

Those who had transferred reported a slightly higher incidence of family conflict in some areas but a decline in others. This would partially support our hypothesis that transfers would contribute to increased conflict. However, our instrument was heavily weighted at the rarely and never responses. It would seem that the remaining responses do give an indication of real family patterns although underrepresented.

The greatest difference in responses for those who had transferred was the high number (30% and 40% respectively) who reported conflict over the husband's and the wife's job. These figures compare to 0% and 12.5% for those not transferring. This should lend support to the belief that there is increased job conflict in the dual-worker family relating to the transfer, in support of our hypothesis.

For those not transferring, two areas of conflict also stood out. The respondents reported conflict over handling of children with high frequency (87.5% reported such conflict weekly, monthly, or less frequently). This compares with a figure less than half (40%) for those who had transferred Similarly, there was frequent conflict over household division of labor, with 62.5% of those not having transferred reporting frequent disagreement over this subject, versus 30% for those who had transferred.

Perhaps these subjects of conflict are less frequent among those transferring because of the necessity to be more unified due to the disorganization transfers can cause. While those not having transferred would seem to support the findings of Fogarty, Papoport, and Rapoport (1971) concerning household labor conflicts, those who have transferred may not give similar support. The major areas of conflict were:

Transferred	No Transfer
1. Money (40%)	1. Children (87.5%)
2. Children (40%)	2. Division of Labor (62.5%)
3. Wife's Job (40%)	3. Personal Habits (37.5%)

In summary, there was support for the position that the transfer impacts family organization, both in the areas of division of labor and family conflicts. The division of labor seems to be more egalitarian among those who have transferred. Those who have transferred seem to have different incidence of conflict. These seem to center more around job related matters

than those who have not transferred. For those not transferring, the conflicts center more around family issues.

B. Family Structure

The second area of study was family structure. Here we considered issues including family planning, age, and spacing of children. The transfer appeared to have an impact in the area of family planning. If we exclude those who had their children before the first transfer or elected to have no children, almost one in four would delay their family.

As well, more than one in five said they would alter their family planning if a transfer were accepted. Again, if we exclude those whose families are completed, had children before the first transfer, or are not having children, we see a dramatic (36.3%) indication of the impact of the transfer.

Those of our sample who had children and had transferred saw the transfer as very positive for their own career. The disadvantages cited pertained exclusively to personal and family adjustments. The transfer seemed to make these more difficult. Six of the respondents indicated there had been a previous marriage. The exact impact of the transfer as it relates to divorce should be explored in the future, however, several mentioned transferring increased problems in their relationships.

In summary, several family structure concerns seemed to be impacted by a transfer. Dual-worker couples stated they were more likely to reduce, delay, or even forego families if presented with a potential transfer. There appeared to be some patterns in age and transfers, but there was no overall relationship. Younger groups as well as the oldest groups, were most willing to move.

C. Kin and Community Relations

The third area of examination was kin and community relations. Here we looked at issues including contact with friends, colleagues, and relatives.

Nearby relatives seemed to have an effect on the transfer decision. One out of three said that nearby relatives would be a bearing on their decision to move.

The use of social services by those who had transferred seems limited. Only 20% of those transferring made use of social services in the new community. This could be part of a problem cited by several respondents that they knew little about the community they were moving to.

Moving during an on-going school term appears to play a role in the transfer decision for men. While it was cited earlier that those transferring felt it was easier for grade school children to adjust, none of the men with young children said they would move during a school term. Overall, the men show an equal division. The women appear to be much more willing to move during the school term whatever the age of the children.

Interpersonal contact with colleagues seems to be less frequent among those who have transferred. Contact with other friends during the week seems to be limited as well. While 37.5% of those not transferring have more than one contact per week with other friends, only 10% of those transferring have more frequent contact.

. In summary, the transfer has definite impacts on the kin and community relationships. It seems there exists potential isolation for those transferring. This is clear in several ways: one out of three would think seriously about moving away from relatives, the lack of use of social services, and fewer social contacts for those transferring.

D. Economic Issues

The final area was economic issues. Here we examined such issues as salary levels and the importance of salary increases for a transfer. Those

who have not transferred appear to receive the lower salaries. While 70% of those transferring receive annual salaries of $21,000 or more, only 12.3% of those not transferring do so. These figures are not simply reflections of the transfer acceptance-salary relationship. Reflected here also are the fact that most of the men hold the higher paid, career positions. Most transfers are accepted on an economic basis so the women most often follow the men. This limits the women's opportunities to advance in the company and the lower salaries indicate this. As well, most of the women have been with the company a shorter period of time.

Overall, 77.7% of the respondents felt a salary increase was in important factor in accepting a transfer. While it has been cited that one advantage to transferring was growth in the career path, the sample seems to indicate that financial increase is a part of career development.

In summary, salaries seem higher for those who have transferred. As well, it is an important stimulus for moving. Women are paid less and tend to follow the men when they are transferred.

Does the data present evidence which would support a comaptible relationship between the transfer, the career, and the family? There appears to be strong evidence favoring the relationship between transfer and career. The acceptance of a transfer has a very positive effect upon the career in terms of upward mobility, salary, and perspective on the company.

There is not similar support for the family, however. The size of the family as well as when or if it is to be created seems dependent on the job transfer. There seems to be concerns about family relationships and adjustments also. I feel that in many cases we can say that the transfer shapes the family. This is opposed to a more positive situation where the family of couple makes such decisions.

I cannot foresee in the immediate future the discontinuation of the business transfer. I can see, however, the creation of support systems and new working arrangements which could make the transfer much more compatible with family life.

REFERENCES

Blood, Robert O., Jr. and Wolfe, Donald M.
1960 Husbands and Wives. New York: The Free Press.

Bott, Elizabeth
1957 Family and Social Network. Tavistock: London

Butler, Edgar W., McAllister, Ronald J. and Kaiser, Edward J.
1973 The Effects of Voluntary and Involuntary Residential Mobility on Females and Males. Journal of Marriage and the Family, May 1973.

Fogarty, Michael P., Rapoport, Rhona, And Rapoport, Robert N.
1971 Sex, Career and Family. Beverly Hills: Sage Publications

Hopkins, Jane and White, Priscilla
1978 The Dual-Career Couple: Constraints and Supports. The Family Coordinator, July 1978.

Jones, Stella B.
1973 Geographic Mobility as Seen by the Wife and Mother. Journal of Marriage and the Family, May 1973.

Mortimer, Jeylan T.
1977 Dual Career Families--A Sociological Perspective. Paper presented at the Symposium of the Two-Career Family at St. Olaf College, Northfield, Minnesota, April 30, 1977.

T A B L E S

TABLE I Actual Division of Labor For Those Who Have Transferred

Activity	Mostly Husband	Husband Wife Help	Both	Wife Hires Help	Mostly Wife	Children	Other
Everyday Cooking			(6) 60%		(4) 40%		
Special Cooking			(3) 30%	(1) 10%	(6) 60%		
Child Care			(4) 40%	(1) 10%	(5) 10%		(4) 40%
Regular Cleaning	(1) 10%		(6) 60%	(1) 10%	(2) 20%		
Spring Cleaning			(6) 60%	(2) 20%	(2) 20%		
Washing Ironing			(4) 40%	(1) 10%	(5) 50%		(1) 10%
Mending			(1) 10%		(8) 80%		(1) 10%
Decorating			(6) 60%	(1) 10%	(2) 20%		
Minor Repairs	(7) 70%		(3) 30%				
Gardening	(3) 30%		(7) 70%				

TABLE 2 Actual Division of Labor For Those Who Have, not transferred.

Activity	Mostly Husband	Husband Wife Help	Both	Wife Hires Help	Mostly Wife	Children	Other
Everyday Cooking			(4) 50%		(4) 50%		
Special Cooking			(1) 12.5%		(7) 87.5%		
Child Care			(5) 62.5%				(3) 37.5%
Regular Cleaning			(4) 50%	(2) 25%	(2) 25%		
Spring Cleaning			(3) 37.5%		(5) 62.5%		
Washing Ironing			(2) 25%	(1) 12.5%	(5) 62.5%		
Mending					(8) 100%		
Decorating			(4) 50%		(4) 50%		
Minor Repairs	(8) 100%						
Gardening	(2) 25%		(4) 50%		(2) 25%		

TABLE 3 Percentage Distribution of Frequency of Disagreements For Those Who Have Transferred

Subject	Weekly	Monthly	Less Frequency	Rarely	Never
Religion/ Politics		(1) 10%	(2) 20%	(4) 40%	(3) 30%
Money		(1) 10%	(3) 30%	(4) 40%	(2) 20%
Handling of Children		(1) 10%	(3) 30%	(1) 10%	(5) 50%
In-Laws		(1) 10%	(1) 10%	(6) 60%	(2) 20%
Personal Habits	(1) 10%		(1) 10%	(7) 70%	(1) 10%
Leisure Activities		(1) 10%	(1) 10%	(6) 60%	(2) 20%
Husband Job		(1) 10%	(2) 20%	(4) 40%	(3) 30%
Wife's Job	(1) 10%	(1) 10%	(2) 20%	(3) 30%	(3) 30%
Friends				(8) 80%	(2) 20%
Division of Labor		(2) 20%	(1) 10%	(5) 50%	(2) 20%

TABLE 4 Percentage Distribution of Frequency of Disagreements For Those Who Have not Transferred

Subject	Weekly	Monthly	Less Frequently	Rarely	Never
Religion/ Politics				(2) 25%	(6) 75%
Money		(1) 12.5%	(1) 12.5%	(5) 62.5%	(1) 12.5%
Handling of Children	(1) 12.5%	(1) 12.5%	(5) 62.5%	(1) 12.5%	
In-Laws		(1) 12.5%		(4) 50%	(3) 37.5%
Personal Habits		(1) 12.5%	(2) 25%	(3) 37.5%	(2) 25%
Leisure Activities		(2) 25%		(4) 50%	(2) 25%
Husband Job				(2) 25%	(6) 75%
Wife's Job			(1) 12.5%	(3) 37.5%	(4) 50%
Friends				(6) 75%	(2) 25%
Division of Labor	(1) 12.5%		(4) 50%	(2) 25%	(1) 12.5%

TABLE 5 Percentage Distributuion of Frequency of Contact with Collegues by Acceptance of Transfer

Frequency of Contact	Had Transferred	Had Not Transferred	
Once a month	(1) 100.0	0.0	(1) 100%
2-4 times a month	(3) 60.0	(2) 40.0	(5) 100%
A couple of times a week	(2) 66.6	(1) 33.4	(3) 100%
Every other Day	(4) 44.5	(5) 55.5	(9) 100%
	55.5% (10)	44.5% (8)	100% (18)

TABLE 6 Percentage Distribution of Frequency of Contact with Other Friends by Acceptance of Transfer

Frequency of Weekly Contact	Had Transferred	Had Not Transferred	
Once or less	(9) 64.3	(5) 35.7	(14) 100%
Twice	(1) 50.0	(1) 50.0	(2) 100%
Three or More	0.0	2 100.0	(2) 100%
	55.5% (10)	44.5% (8)	100% (18)

PW/mrc